




**TO:** State Workforce Innovation Council Chairperson  
Indianapolis Private Industry Council, The Workforce Investment Board  
for Marion County, its Chairperson and President & Chief Executive Officer  
Regional Workforce Board Chairpersons  
Regional Operators  
Directors of Field Operations for Northern and Southern Regions  
All DWD Employees

**FROM:** Teresa L. Voors  
Commissioner   
Indiana Department of Workforce Development

**THROUGH:** Dale Wengler   
Deputy Commissioner, Field Operations and Policy  
Indiana Department of Workforce Development

**DATE:** November 15, 2007

**SUBJECT:** DWD Policy 2007-20  
Regional Integration Policy

**NOTE:** **The Indianapolis Private Industry Council shall be included as and considered a Regional Operator throughout this document.**

### Purpose

This integration policy shall provide guidance to regional workforce boards for the development of a regional workforce integration policy, including the minimum State requirements.

### Background

In January 2005, the Indiana Department of Workforce Development ("IDWD") undertook the development of a new State Plan, which designed a comprehensive reorganization of its local office staff into an integrated service delivery model. Such a model focuses on quality integrated service delivery to customers, as opposed to operating in program or funding silos. Under this model, all local office services are integrated into functional units and not separated by program or funding stream. This Plan was set forth for several reasons including:

- To develop skill development and training opportunities for Hoosiers that are based upon future employer demand, occupational forecasting and labor market information as obtained through the Strategic Skills Initiative and analysis of high wage/high demand occupations;
- To develop a system driven by demand, ensuring that services within the WorkOne Centers and WorkOne Express sites are valuable to employers;
- To provide a better return on investment of workforce grants by improving the quality and increasing the access to services;
- To ensure service delivery is data driven and innovative through the use of comprehensive labor market information and analysis of local, state and national economic indicators;
- To improve customer service throughout the system;
- To reduce redundancies and create efficiencies in a time of limited resources, thus increasing spending on direct client services and training;
- To reduce spending on overhead and administrative costs for the purpose of directing limited resources toward direct client services and training;
- To further link workforce, economic development and education by developing shared goals and emphasis; and
- To emphasize skill development for all customers and enhance regional workforce skills, thus helping everyone raise themselves up one level.

## **Content**

Although each Regional Operator is responsible for its own service delivery, the State has an interest in establishing minimum standards for a demand-driven, skills-based, integrated service delivery model, to establish consistency among regions. The following are the minimum standards required by the State:

### **1. Leadership and Management**

#### **A. Multi-Disciplinary Leadership Team**

Each Regional Operator will designate a leadership team with a clear understanding of the reporting structure for all employees at the WorkOne Center.

#### **B. Functional Supervision**

The Regional Operator shall designate a local office manager or supervisor for each comprehensive, integrated WorkOne Center or WorkOne Express site. Each comprehensive, integrated local office manager must be authorized to organize staff by function, designate functional unit supervisors, and establish the purpose of each functional unit unless the Regional Operator has otherwise made these decisions.



C. Staff Cross Training

The Regional Operator shall ensure that a comprehensive cross training and development plan be established for each office and its staff. This plan shall ensure that staff are adequately trained in each of the programs provided under the Center's available funding streams for purposes of fostering program integration and eliminating functional silos.

**2. Shared Customer Pool**

Integrated service delivery requires a shared customer pool for staff, services, and performance management. This integration policy requires co-enrollment (when eligibility permits) in the following programs: Wagner-Peyser, WIA Adult, WIA Dislocated Worker, TAA, and VETs. At a minimum:

- All WorkOne customers enrolled in Wagner-Peyser will be co-enrolled in both the Wagner-Peyser and WIA Adult programs;
- All Trade Act customers will be co-enrolled in the WIA Dislocated Worker Program;
- Both Trade Act and WIA Dislocated Workers will also be enrolled in the Wagner-Peyser Program and WIA Adult Program;
- All WorkOne customers who are veterans will be enrolled in the VETs program;
- All customers co-enrolled will be used to calculate performance for each individual program as appropriate, based upon the level of services provided (core service only recipients are generally not included in program performance calculations);
- All WorkOne customers will be enrolled and registered (at a minimum) in the Wagner-Peyser program.

**3. Customer Flow**

Each WorkOne Center and WorkOne Express site will utilize a single customer flow model based on customer need, not program requirements. Such customer flow shall maximize the number of staff available in the lobby and shall ensure minimal customer wait time. Each WorkOne Center and WorkOne Express site customer flow design should incorporate a methodology to identify customer needs immediately upon entry and provide immediate engagement and connectivity to services during the customer's first visit. The use of client "numbering systems" to manage lobby traffic is prohibited. The Regional Operator shall ensure that lobby staffing is adjusted according to customer needs and traffic.

**4. Functional Units**

The Regional Operator shall establish each of the following functions in each WorkOne Center and WorkOne Express site:

**A. Welcome Function**

Those staff serving in the Welcome Function will strive to meet all customers at the front door and will not wait passively behind the desk for customers to come to them. Every new customer will receive an initial skills assessment in the welcoming process as a required staff assisted service. Based upon the outcome of the assessment, customers will be channeled to the Skills/Employment Function, as appropriate.

**B. Skills/Employment Function**

Every Skills/Employment Function customer must be offered remediation for any basic skills deficiencies identified in their initial skills assessment. Basic skills training, technology training, and other types of training as determined by each Region, shall be available through the Skills/Employment Function. The Skills/Employment Function shall focus to the extent possible on GED, certification, 2-yr and 4-yr degree attainments, and demand-driven, skill enhancement and development. The Skills/Employment Function will also assist WorkOne customers in finding employment through quality job referral, staff-assisted job search, and skills verification.

**C. Employer Services Function**

Every staff member assigned to the Employer Services Function shall build relationships with employers, identify opportunities to address the human resource challenges of employers and market a robust product line designed to assist them in meeting their human resource needs. Employer Services Function staff shall ensure that the entire WorkOne employer product line is marketed to each employer.

**5. Prompt Service**

All customers will receive prompt service with no future scheduling of appointments for initial welcoming functions, including initial assessments.

**6. Service Plans**

Every new customer will have the opportunity to know their skills, improve their skills, and obtain a job which best matches their skills.

To accomplish this objective, every new customer will receive a basic initial skills assessment. The basic initial skills assessment is based on the client's interests and labor market demand as a required staff assisted service. The basic initial skills assessment may result in referral to the Employment/Skills function where a full Individual Employment Plan will be created. All clients shall be scheduled for a follow-up service facilitated by either the Welcome function or Employment/Skills function as determined by the basic initial skills assessment.



Service plans shall be tied to Regional Strategic Skills data relative to local high-wage/high-demand occupational needs.

The goal of the service plans should be long-term, self-sufficiency and continuous growth/progression of the client through the provision of comprehensive skill development activities and training services.

## **7. Marketing and Branding**

All WorkOne Centers and WorkOne Express sites shall bear only one branded image -- that of the WorkOne. They shall begin marketing and actively seeking to serve both the unemployed and employed workforce as well as employers.

## **8. Product Line**

All WorkOne Centers and WorkOne Express sites shall offer robust, innovative and integrated product lines targeted toward job seekers and employers that shall be readily known by all staff and actively and marketed to all customers.

The job seeker product line shall include items and services for customers of all skill, educational and employment levels. This product line shall include products built specifically for both the unemployed and employed workforce. At a minimum, the job seeker product line must include the following:

- Basic skills training (GED, basic math/literacy, remedial training)
- Digital literacy (basic computer skill development training)
- Resume writing and development
- Online job search skill development
- Career networking
- Professional dress & demeanor
- Workplace behavioral expectations training
- Local labor market information

The employer product line shall include items and services for employers of all sizes, industries and maturity. This product line shall include products built for employers who choose to maintain or not maintain their own Human Resources Departments. At a minimum, the employer product line shall include:

- Employer Services Function assisted customized job matching services
- Training on entering job orders/ads on the new statewide Job Matching System
- Referral of appropriate employment candidates as specified by employer
- Assistance with initial candidate screening
- Labor market information targeted to the employer's specific industry

**Review Date**

September 1, 2009

**Ownership**

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**Effective Date**

Immediately

**Action**

Each Regional Operator shall incorporate this policy into its Service Integration Plan. That plan should be submitted to the DWD Director of Policy. Each Regional Operator's plan will be evaluated and approved or denied based upon the parameters described in this document.